

**Role of Project Management via Project Quality in Achieving Project Success:**  
**“A Study of Sub-Contractors Group of Companies in Jeddah, KSA”**

دور إدارة المشاريع من خلال جودة المشروع في تحقيق نجاح المشروع:  
“دراسة عن مجموعة شركات مقاولين من الباطن في جدة، المملكة العربية السعودية”

**Ayman Fawzi Saif**  
Academic ID: 2021200546

**Graduation Project – 1**  
**Faculty of Management - Midocean University**

**Supervisor**  
**Dr. Mona Moustafa Elashry**

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## **Introduction:**

Project management has gained significant popularity as an administrative term and concept, not only in achieving business goals and purposes but also in contributing to the economic development of less developed countries (Silva & Magano, 2023, p 67-91). Many applications and programs in these countries, such as product development, real estate development, and infrastructure development, use project management to plan, coordinate, collaborate, train, and manage resources to achieve specific project objectives (Lock, 2020).

In recent times, there has been a noticeable and acceptable increase in the adoption of project management (PM) and associated methodologies. This increase is evident in the recognized benefits and features of implementing project management methodologies. One key aspect is that effective project management enhances and increases the success rates of projects, subsequently fostering organizational performance (Dai, 2002). Attention has been directed towards using the Project Management (PM) as a tool to improve and enhance this effectiveness, particularly by enabling the effective transfer of knowledge from successful projects/factors through providing a series of support services and features for various project management levels and stages (Taboada & de Vass, 2023).

However, literature on this important topic is largely anecdotal. Kukah et al. (2023) contributed to the experimental study of Critical Success Factors (CSFs) as decisive factors and probabilities of project success. He addressed around ten critical factors, including project mission, top management support, project schedule/plan, client involvement, technical tasks, communication, error identification, and resolution strategies. In addition to Bento's study, there are many other CSF lists mentioned in the literature, such as the Kerzner Project Management Excellence Report (1987). Most of these lists focus on factors related to the project manager and the organization to which the project belongs. None of them directly include the issue of the effectiveness and Role of Project Management functions on project success.

Quality is considered a fundamental factor in assessing the success and sustainability of projects and project management practices. It plays a crucial and vital role in the project, as project specifications and performance metrics are largely based on time, cost, and quality, often referred to as the "iron triangle." (Patmawati & Asbari, 2023, p 21-26). Quality possesses diverse characteristics, both subjective and objective, with some aspects challenging or impossible to quantify.

The comprehensive approach to evaluating project quality and efficiency includes a set of metrics contributing to the success of traditional projects, such as cost, schedule, and safety. Additionally, it incorporates measures like customer satisfaction, leadership, employee engagement, teamwork, training, and responsiveness (Cobb, 2023). The dual system for measuring and defining project quality utilizes assessments known as "Traditional Project Quality" and "Contemporary Project Quality." While "Traditional Project Quality" deals with meeting and fulfilling client needs in terms of budget, schedule, metrics, and technical specifications, "Contemporary Project Quality" is more personal, relying on qualitative evaluations from clients and team members. It focuses on how the project meets their expectations in terms of goal delivery, values, peer reviews, customer expectations, collaboration, and high-quality outcomes.

In engineering or construction projects, similar procedures evaluate "Quality Assurance" as a means to manage construction quality during the project's design and construction phases.

Determining the project's success poses another challenge in understanding project management and, consequently, evaluating project performance (Aarseth & Andersen, 2013, p 103-132). Generally accepted is the notion that the success or failure of the project is determined by the convergence of the project's ability to achieve technical objectives within three constraints: scope, time, and cost; the project's perceived benefits to beneficiaries, sponsors, and the project team; and project execution.

According to this definition, the effective measurement of project success or failure can only occur upon its completion.

## **Research problem**

Through reviewing the literature studies, it is concluded that there is a gap in the existing literature, particularly the lack of focus on the effectiveness role of Project Management via via Quality functions on project success. While critical success factors (CSFs) have been identified in previous studies, there is a notable absence of direct inclusion of PM-related factors.

This research seeks to explore how the presence and functionality of PM contribute to the success rates of projects, considering factors such as project mission, top management support, project schedule/plan, client involvement, technical tasks, communication, error identification, resolution strategies, and the unique role of Project Management.

## **Theoretical Gaps**

While prior studies have identified critical success factors (CSFs), there is a noticeable omission of direct consideration of PM-related factors. The study aims to delve into defining project quality, encompassing both traditional and contemporary perspectives.

It seeks to understand how quality, as a fundamental factor, influences project success.

Additionally, this research will consider the challenges in determining project success and the accepted notion that it hinges on the convergence of technical objectives, stakeholder perceived benefits.

## Empirical Gaps

Lack of Research on Project Management and Success: While project Quality are inherent, there is a need for further empirical research.

This research will explore the metrics used for traditional project quality, including cost, schedule, safety, and client satisfaction, as well as the qualitative assessments involved in contemporary project quality, which rely on subjective evaluations from clients and design team members.

The effective measurement of project success or failure is recognized as a post-completion activity.

Overall, the research problem centers around bridging the gap in literature regarding the role of project management functions, the influence of quality on project success, and the challenges associated with determining project success in the realm of project management.

## Main Research Question

Therefore, the above research problem can be formulated in the main question:

What is the Role of Project Management via Quality Functions on Project Success?

And about the sub-main questions, they beings:

1. What are the traditional metrics used to measure project quality, specifically in terms of cost, schedule, safety, and client satisfaction applying on random sample of managers, administrators, and supervisors of companies in Saudi Arabia according to (age- years of experience- position)?
2. How do contemporary perspectives on project quality differ, and what qualitative assessments are involved, especially considering subjective evaluations from clients and design team members applying on random sample of managers, administrators, and supervisors of companies in Saudi Arabia according to (age- years of experience- position)?
3. What challenges are commonly encountered in determining project success, and how do these challenges vary across different industries or project types applying on random sample of managers, administrators, and supervisors of companies in Saudi Arabia according to (age- years of experience- position)?

Applying on random sample of Managers, Administrators, and Supervisors of group of companies in Jeddah, KSA according to (Age - Years of Experience - Position).

## **Research Significant**

Theoretical and Empirical Significance of this research lies in its potential to bridge existing gaps and contribute to define and explore the role of project management functions, the influence of quality on project success, by studying the following:

### Theoretical Significant

There is a theoretical gap that resides in the need for a dual system that comprehensively measures and defines project quality, encompassing both traditional and contemporary perspectives.

This research aims to address this gap by exploring the impact of a Project Management Via Quality on project success, taking into account various factors such as project mission, top management support, project schedule/plan, client involvement, communication, error identification, resolution strategies, and the unique role of PM services.

The findings will contribute to the following:

1. **Enhancement of Theoretical Framework:** Familiarizing oneself with the roles and tasks of project management in achieving project success contributes to the development and enhancement of the theoretical framework in project management studies. It provides a broader understanding of the key principles, plans, and methodologies contributing to the success of projects.
2. **Academic Progress:** The study adds value to the academic domain by exploring and analyzing theoretical foundations for the success and sustainability of project management. It allows scholars and researchers to explore, enhance, and develop theories associated with the effectiveness and impact of project management.
3. **Conceptual Clarity:** By delving into theoretical aspects, the study may contribute to achieving conceptual clarity regarding the dynamic factors and processes that play a vital role in determining project success. This conceptual clarity is crucial for building a strong theoretical foundation for project management practices.

### Empirical Significance:

There is a Empirical gap in the existing literature stems from the insufficient attention given to the specific examination of Project Management (PM) functions in relation to project success. While prior studies have identified critical success factors (CSFs), there is a noticeable omission of direct consideration of PM-related factors.

This research seeks to understand how quality, as a pivotal factor, influences project success. It will investigate the metrics used for traditional project quality, including cost, schedule, safety, and client satisfaction, as well as the qualitative assessments involved in contemporary project quality, which rely on subjective evaluations from clients and team members.

The findings will contribute to the following:

1. **Project Management Improvement:** Understanding and acknowledging the role of project management in project success contribute to helping practitioners improve and develop project management processes. It assists in identifying and addressing optimal practices, overcoming weaknesses, ultimately leading to the development and enhancement of a comprehensive project management approach.
2. **Risk Mitigation:** The study aids project managers and teams in identifying and predicting expected damages, risks, and difficulties that may hinder project success. This proactive approach helps in identifying, mitigating, and reducing the severity of damages and risks, ensuring timely project completion within budgetary constraints and achieving desired outcomes.

3. **Efficient Resource Allocation:** Scientific insights gained from the study can lead to more efficient allocation of resources. Project managers can make informed decisions related to resource allocation, ensuring appropriate allocation for the right tasks, thereby increasing efficiency and minimizing resource wastage.
4. **Stakeholder Satisfaction:** Full awareness and understanding of the tasks and role of project management in success help in managing stakeholders' expectations and ensuring their satisfaction. Effective project management practices contribute to presenting and delivering projects that meet stakeholders' needs, fostering positive relationships.
5. **Continuous Improvement:** The practical impacts of this research support a culture of continuous improvement and development within organizations. By applying lessons learned from successful project management, organizations can adapt and evolve their project management practices remaining competitive and achieve sustainable success.

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